



ABSTRACT AND BIOGRAPHY

No CAM Left Behind: EVMS Implementation at APL

Have you been given the challenge of implementing an EVMS in your center or organization? This presentation will provide lessons learned from APL's current EVMS implementation. Not all EVM system implementations have the benefit of unlimited budgets and time. By taking a graduated approach that focuses on benefits to the project, APL has developed a user-friendly system that fosters a gradual approach to meeting the ANSI/EIA 748 guidelines. Each step of the implementation asks and answers two fundamental questions:

- (1) Is the system providing benefits to internal executive, project management, and line engineering and external stakeholders?
- (2) Is this process compliant with the ANSI/EIA guidelines?

This presentation will discuss APL's steps to implementation including due diligence, system design, implementation, training, prototype development, and production environment operation. We will discuss our project manager and CAM-centered approach and how these steps can be applied to other organizations and NASA centers. We will also discuss important lessons learned and common pitfalls to avoid. An open and frank discussion on tools, implementation, and organizational change will provide the audience a guide as they begin (or continue) with their own EVMS usage and implementations efforts.

Howard Hunter
Earned Value and Scheduling Manager
JHU/APL

Mr. Hunter is the Earned Value and Scheduling Manager within the APL Space Department. In this capacity, he is responsible for directing the efforts of the Earned Value Management and Scheduling teams in the implementation of an Earned Value Management System (EVMS). Howard is currently managing the implementation of Earned Value on the Radiation Belt Storm Probes (RBSP) mission. This mission is part of NASA's Living with a Star program. The project, which is entering Phase C of the mission life cycle, began EVM analysis and reporting during Phase B. Howard's group is currently generating 7 cost and schedule reports, including the monthly Integrated Master Schedule and the Contract Performance report. His team is currently developing tools and plans that include the development of an electronic storehouse, the training of project and administrative personnel, and the performance of several surveillance and baseline reviews.

Mr. Hunter holds an MBA from Rivier College, Nashua, NH and a Bachelor of Science degree from the University of Maine.



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Steve Shinn, PMP

***Group Supervisor - Operations Management, APL Space Department
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Steve Shinn is the Group Supervisor for the Space Operations Management group at APL. In this capacity, he manages about 40 individuals whose duties include finance, pricing, project control, earned value management, scheduling, and capital planning.

Prior to his current position at APL, Mr. Shinn worked in industry where he developed an integrated, compliant Earned Value Management System for over 30 projects, including system descriptions, training materials, reporting, and customer surveillance. He led contractor reviews of management systems on programs in excess of \$1.5 billion. Mr. Shinn has held various management positions in pricing, cost management, estimating, negotiating, EVMS, and scheduling. He has led large organizations responsible for planning, managing and controlling complex systems development, system integration and infrastructure engineering programs. He has conducted workshops on topics such as cost estimating, pricing strategy, variance analysis, IBR/System Review, baseline development, performance-based management, and cost modeling. He has an extensive background in contracting, major proposal preparations, program management, and customer system reviews.